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8 January 1952

Minority Report.

MEMORANDUM

To: Chairman, Career Service Committee

Subject: Personnel Evaluation Report

1. The Working Group on Employee Rating, after many weeks of hard work, has completed the draft of a Personnel Evaluation Report which is to be submitted to the Career Service Committee. Most of the items in this PER are drawn from the Performance-Potential Evaluation Report submitted by me (on 12 December 1951) at the request of the Working Group. I share the Working Group's satisfaction in an accomplishment that should increase the working efficiency of CIA's employees and thus be of value to the Agency. There is, however, in the proposed PER a limitation which will, I believe, detract seriously from its usefulness.

2. The majority of the Working Group was unwilling for an employee to be compared with other employees doing similar work. Because of this, the Working Group eliminated item #13 (Rating Factors), contained in my original draft (the Performance-Potential Evaluation Report of 12 December 1951). A copy of item #13 is attached.

3. If employees are not to be compared, how are we going to select and develop our best talent? Granted that the opportunity to participate in career development must be extended to all employees, nevertheless there are practical considerations which must be faced. In a large Agency such as CIA it is virtually mandatory that modern IBM machine card techniques be used. This is done in the Army, the Navy, and the Air Force. The retention

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of item #13, or a modified version of it, will make this possible. This report does not advocate any specific rating factors, but argues that the inclusion of some selective factors are desirable.

4. Though the employee might deem the omission of item #13 advantageous to him in that he is thereby protected from ambiguous or biassed ratings, this omission will, in fact, be to his disadvantage for the following reason. The results of a rating scale can be tabulated and sorted by machine. Judgments of the type presently contained in the PER must be read - and there are far too few persons on Review Boards and in the Office of Personnel to read and evaluate PERs by the thousand. A man of ability, therefore, is less likely to be overlooked when a rating scale is included.

5. The present PER will not, I believe, serve the purpose of selecting outstanding employees for rotation, training, and career development, unless the Agency is willing to hire highly trained professional persons by the dozen whose primary duty will be to read and evaluate the PERs for the Review Boards.

25X1A9a 6. [redacted] who devoted considerable time to this problem (see 7 August 1951 monograph), agrees with these thoughts. The Career Service Committee might wish to obtain also the ideas of [redacted] 25X1A9a the consultant, on this matter.

[redacted] 25X1A9a

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